

17 March 1988

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Training and Education

SUBJECT:

Weekly Report

5. On 15 March the Associate Deputy Director for Administration opened OTE's Learning Center. The Learning Center contains a variety of self-study equipment including audio and video cassette players, IBM PCs, and interactive video disk player (Info-Window), and the Edvent System for accessing data on training workshops and conferences nationwide.

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15 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Intelligence Training Division

SUBJECT: IT Weekly Report [REDACTED]

1. Professor Alvin Rubinstein (University of Pennsylvania) conducted the tenth "Perspectives on the Soviet Union" seminar the week of 7 - 11 March. This was the first seminar dedicated to the foundations, instruments and objectives of Soviet foreign policy, and considered such questions as the role of ideology, Soviet interests in Europe, how to assess Soviet achievements in the Third World, and implications for the United States if Gorbachev succeeds in his reform program. The class of 21 was the largest since our initial Bialer seminar, and constituted a lively and thoughtful group. Represented were DI offices OSWR - 1, OIR - 1, LDA - 2, OIA - 1, SOVA - 2; DS&T offices NPIC - 7, and FBIS - 5; DO offices PPS [REDACTED] one each. [REDACTED]

2. Dr. Edward Luttwak of the Center for Strategic and International Studies addressed the 14 March session of the Soviet Foreign Policy Block on "The Grand Strategy of the Soviet Union." Dr. Luttwak compared the Soviet Union's behavior with that of empires generally, and concluded that for empires there is a continuous need for expansion, largely for security reasons--i.e. to keep the population on the periphery under control and to defend against outside forces. Luttwak said that actions taken for short-term pragmatic reasons could lead to long-term trouble. He cited the Kurile Islands as an example, suggesting the Soviets could decide to turn them back to Japan to improve relations and gain access to Japanese technology. However, such an action could lead to Chinese, Rumanian, Polish and Finnish demands on present Soviet territory. [REDACTED]

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*the ADDA ground*

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On 15 March 1988, <sup>at</sup> the  Learning Center ~~opened officially with a~~  
~~ribbon-cutting ceremony hosted by Mr. Mahoney.~~ <sup>the ADDA</sup> The  Learning Center  
~~is located in~~

The Learning Center contains a  
~~wide~~ <sup>self-study</sup> variety of equipment including audio and video cassette players, IBM PCs,  
an interactive video disk player (Info-Window), and the Edvent System for  
accessing data on training workshops and conferences nationwide. ~~The Learning~~

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~~Center's resources are geared primarily for the occupants~~

~~which are the Office of Personnel, Office of Security, and the Office~~  
~~of General Counsel.~~

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14 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]  
Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [redacted]

1. The 1 - 7 May running of the North Carolina Outward Bound Executive Development Course is oversubscribed; twenty executives applied for the twelve slots. The nine SIS officers (1 SIS-03, 4 SIS-02s, 4 SIS-01s) and three selected GS-15s enrolled, represent the Directorates and the DCI Areas as follows: ICS-1, NIESO-1, DS&T-2, DI-1, DO-1, and DA-6. Three alternates will undergo medical processing to ensure a full compliment of twelve participants. In addition, three applications for the next Hurricane Island Outward Bound Course (18 - 24 September 1988) have arrived at this early date. [redacted]

25X1 3. [redacted] held a precourse meeting Thursday, 10 March  
25X1 for Executive Seminar #12. Twenty-five participants will attend the next  
scheduled running (11 - 14 April) at the Donaldson Brown Center. [redacted]

25X1 4. Over the past year, several psychologists/assessors in the  
Program on Creative Management (POCM) withdrew from the program due to  
busy private practices. As a result, MTB has had an inadequate "pool" of  
25X1 assessors. To alleviate this situation, [redacted] will run three  
assessor training workshops for both independent contractors and MTB

25X1 [redacted]  
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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 staffers. The first of these workshops (8 and 10 March) trained three  
 25X1 independent contractors [redacted]  
 25X1 and one MTB staffer [redacted] in assessment and feedback procedures. To  
 25X1 prepare for the workshop, [redacted] extensively revised the assessor  
 25X1 notebook by updating the norms and materials on all the psychological  
 instruments. [redacted]

By training MTB staffers, we will have several in-house assessors  
 available if the need arises; CCL has done this with their staff with much  
 success. In addition, Training OTE staff personnel in the assessment process  
 will enable us to relate the instructional and assessments segments of POCM  
 more closely. [redacted]

5. Previously, POCM has had problems with getting qualified students.  
 At times, up to one-third of the class has not met the selection criteria  
 (i.e. CAT I or II, GS-14 - 15, two years managerial experience, have taken  
 25X1 Managing/Leading). [redacted] now review the  
 supplemental form 73 we require and, if necessary, call prospective  
 students. We notify STOs directly if we find a problem and immediately ask  
 for replacements. In general, STOs respond cooperatively and review  
 qualifications more closely. We now get better justifications for those who  
 fall outside the selection criteria as in the case of the DI participant in  
 the OPM Women's Executive Leadership Program--a GS-11 manager. She will  
 25X1 attend the April POCM. [redacted]

6. A running of Looking Glass Inc. took place [redacted] from 7-11 March.  
 25X1 Eighteen students, including OTE CMO [redacted], attended. The OTE  
 25X1 trainers were [redacted] Although the  
 25X1 overall evaluation was 4.2, this figure masked a far more diverse student  
 reaction than normal. Although 10 students gave the program an enthusiastic  
 rating (one said "the single most significant impact on my managerial  
 career"), three others gave the program an overall 3 rating and one even gave  
 it a one. In part, these reactions seem to have been in response to the  
 feedback the students received during the program; the strongest feedback  
 25X1 came from their subordinates back on the job. [redacted]

7. [redacted] chaired a running of the Counseling Skills course as  
 25X1 part of the Electives for Managers program on 9-11 March. The other  
 25X1 instructors were [redacted] In a  
 25X1 separate course report, Helen details the extremely enthusiastic student  
 25X1 reaction. [redacted] will take over as program chairman for the course,  
 25X1 the next running of which is in May. [redacted]

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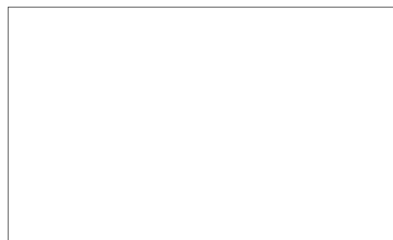
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25X1 SUBJECT: LDD WEEKLY REPORT [REDACTED]

25X1 8. [REDACTED] conducted a one hour segment on "non-verbal  
communication" for OTS secretaries at their brown-bag luncheon on 9 March.  
25X1 Some 30 people attended the session which was arranged by [REDACTED] from  
the OTS Career Management Staff. Robert used a combination of lecture,  
demonstrations and videotape vignettes to illustrate the impact body language  
has on communications. Judging from the non-verbal messages sent by the  
25X1 audience, they both enjoyed the presentation and were hungry. [REDACTED]

25X1 9. [REDACTED] and representatives from the DS&T--the  
other directorates were also invited to send participants but did not  
25X1 attend--met with [REDACTED] on 11 March to finalize the course design  
and content of "Communicating Non-Defensively." This course is being  
developed for non-manager, technical/professional officers as part of the new  
25X1 LDD training program. The course, conducted by [REDACTED] contains a mix  
of lecturettes, self-assessments, and exercises designed to develop conflict  
25X1 resolution skills. Robert arranged the meeting in order for [REDACTED] to  
get some idea about the kinds of "difficult situations" faced by potential  
students so that the contractor could develop relevant exercises and role  
play scenarios. The initial running of "Communicating Non-Defensively" is  
25X1 set for 18-20 May. [REDACTED]

25X1



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15 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

1. Creative and Critical Thinking, a course offered as part of the Secretarial Training Branch elective program, was presented by an STB instructor on 15 March 1988, at the Chamber of Commerce Building, from 9 a.m. to noon.

2. A member of the STB staff is attending the LDA/DI Managers Conference on 16-17 March at Virginia Beach, where she will present two segments: one on the Meaning and Use of the MBTI for Managers, and the other on How A Manager Looks at the Secretary: Better Understanding Her Role, Responsibilities, and Needs.

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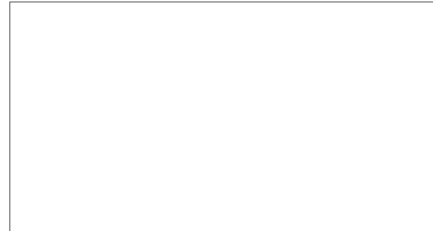
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SUBJECT: IT Weekly Report

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4. ATB officers  met on 9 March with  Chief of OIR's Education and Consulting Section, and Mark Philip, OIR contractor from Arthur Anderson and Company, to explain future computer applications in the New Analyst Course. OIR is seeking ways to simplify and better structure the training it provides DI components and has hired Anderson and Company to recommend shortcuts and improvements. As one shortcut is general up-front training of new analysts rather than piece-meal training on the job, OIR's contractor was seeking insights into what computer applications and training ATB foresees in the New Analyst Course. The basic message was that ATB will not begin thinking about how to integrate computer applications into the course until terminals are in place in  and their capabilities and access to databases are known.

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Administration Division Weekly  
7-11 March 1988

25X1

Space

DC/AD attended ILSP meeting at Hqs on 7 March. Passes to the connector between the Old and New Building were distributed to offices which will be occupying the NHB; these will now be used in place of the hard hats for entry until formal opening.

Miscellaneous

25X1

DC/AD attended GS-7 and GS-8 Panel meeting  on 8 March.

C/AD secretary attended the course Effective Decision Making from 8 to 10 March.

On 7 and 8 March, C/PB attended a two day training course, Achieving and Sustaining High Performance.

25X1

C/AD secretary briefed  CSI, on Training Assistant Handbook.

Secretary, TSB provided LTD with copy of locator cards on all language school personnel.

Training Selection Board

25X1  
25X1

Prepared draft of letter to Air University nominating  to replace  as CIA Advisor.

Budget and Finance

25X1

On 7 March, Diane received and began processing 29 accountings for the Jan-March running of the OC-A course; additional accountings were received during the week. On 11 March, Diane and DC/B&F went  for the final audit and payment of approximately 50 vouchers for the students and instructors of the OC-A course.

C/B&F worked with C/AD on the preparation of a briefing on resources for D/OTE.

25X1

of the Audit Staff met with D/OTE, C/AD, and C/B&F re the upcoming audit of the office.

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Registry

25X1 RMO with OTE/LOGS assistance obtained from [ ] ten boxes of records to be reviewed.

Personnel

25X1 DC/PB attended DA personnel officers meeting on 7 March. An introduction to the upcoming Savings Bond drive was given. [ ] also gave an overview to a project she is working on which will consolidate policy directives on pay and allowances.

25X1 DC/PB addressed LTD section on compensation for employees involved in total immersion exercises.

25X1 [ ] PB was advised by main OP that OTE was the only component that they did not have a problem with on electronic transmission of personnel actions -- [ ] responsibility.

Liz has sent out the monthly Independent Contractor Report; each division is to look over their report and let her know of any changes. So far, ISTD, CTD, DDC and LDD have stated there are no changes to be made.

Panel Support:

- Continued preparation for the GS-07/08 Generalist Annual Panel and the GS-13 Semi-Annual Panel.
- Requested the SIFs for the GS-13 Semi-Annual Panel. Also requested a SIF for a GS-15 MT careerist on rotation (his supervisor is going on an extended TDY effective 1 April 1988).
- Started preparation for the IS Annual Panel.
- Continued to work on the GS-07/08 Training Assistant Panel.

Awards:

Katherine met with the DAC to finalize the creation of a Glossary in the WANG for the Awards Payment Request Form.

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**CONFIDENTIAL**Check-ins:

25X1

TitleOfficeGradeDateRecAdminOff-Inst  
TVProdOffWOTD/OB  
DDC/MPBGS-10  
GS-1003/07/88  
03/07/88Check-outs:

25X1

Secretary  
TAO/C/LTD  
TAIS-02  
GS-0703/11/88  
03/31/88Resign  
RetireLogistics

GSA replaced a compressor in one of the roof air conditioning units.

GSA has given permission for OL to contract for new roof air conditioner. Plans have been given to Dominion Management for bids.

Carpet installed 3rd floor lobby and CBTG's new space; carpet replaced in front office of LDD.

25X1

Transported course material from  to Hqs in support of SACTD's Employee Development Course.

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11 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1  
FROM:

[redacted]  
Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (7-18 March 1988)

Where We Are

1. Additions to staff in MPB have permitted higher levels of output in two of the three sections. This past week, for example, the Visual Aids Section:

- completed the design for the OTE TV Guide and a poster advertising TV grid events;
- did a large number of certificates requiring calligraphy;
- completed a poster with "take-one" pads for LDD/MTB;
- designed invitations for the next CT class graduation;
- designed tent cards for "Secretaries' Week."

Similarly, work proceeded apace in the Television Production Section. These folks:

- produced three commercials for the Management Training Branch;
- completed a rough edit of PC SECURITY, which was reviewed and approved by the DDC;
- visited the local Federal Office Systems Exhibit to look at new computer graphic equipment;
- 25X1 -- met with [redacted] to discuss SACTD A00P video requirements;
- 25X1 -- opened discussions with CTD on [redacted] overview videotape;
- 25X1 -- met with [redacted] to outline video requirements proposed CI training courses;
- 25X1 -- met with Mr. James Bostain (State annuitant) to arrange for an updated version of "How To Talk To A Foreigner" for the CTD.

2. The Audiovisual Section has had to meet a steadily growing workload from the same resource base. This week it:

- ran an audio line to the basement for the course monitors;
- recorded a full day's activities at the Headquarters building for the recent Soviet Realities lectures;
- placed every piece of VHS playback equipment into OTE classrooms to meet an unusually high demand for video instruction.

This unit is bumping into constraints in two areas: tapes for duplication; and dubbing time to duplicate. The first constraint has been relieved for the near term by a \$20K fund transfer from PEDS to MPB. The second is stickier. We are still trying to get P&PD agreement to let us buy a backup video duplicating machine.

25X1 3. On 10 March, [ ] conducted the first walk-through review  
25X1 of CBT course material on ELECTAS. The review team -- [ ]  
25X1 [ ] (all of OP) and [ ] (ISTD) -- completed  
review of the first unit of the course, ELECTAS: T&A CLERK. At the  
walk-through, Kathy delivered two units of another ELECTAS course (WHAT IS  
ELECTAS?) to the team and scheduled the next meeting.

25X1 4. On 8 March, [ ] researched new, high quality, tempested  
25X1 printers at the Federal Office Systems Expo (FOSE).

25X1 6. Because of the time factors involved, we have agreed that PEDS will  
25X1 work with [ ] instructor training program this year. Meanwhile,  
arrangements have been made to consult with [ ] University of  
Virginia, with a view to his taking on this job in the future.

#### Where We Are Going

7. The MPB video commercials will be presented on the basement course monitors several times next week as a marketing experiment.

8. PC SECURITY goes to Capital Video next week for final editing.

9. We will hold talks with C/DI/TVC concerning the transfer from DI to OTE of surplus equipment.

~~SECRET~~

10. Several members of PEDS and LTD will attend a one-day Evaluation Workshop at NSA on 15 March as a result of DTE's Training Directors Conference.

25X1

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11. The Lord willing and the river don't rise, we will open the Learning Center next week.

*DDC within this  
further*

Attachment

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